

U.S. ARMY SERGEANTS MAJOR ACADEMY (ANCOC)

W421

OCT 03

PREPARE A STANDING OPERATING PROCEDURES

TRAINING SUPPORT PACKAGE



TRAINING SUPPORT PACKAGE (TSP)

TSP Number / Title	W421 / PREPARE A STANDING OPERATING PROCEDURE
Effective Date	1 Oct 2003
Supersedes TSP(s) / Lesson(s)	T402-ISTSP, Preparing A Standing Operating Procedure (SOP), Oct 02
TSP Users	600-ANCOC-TATS, Advanced Noncommissioned Officer Course
Proponent	The proponent for this document is the Sergeants Major Academy.
Improvement Comments	<p>Users are invited to send comments and suggested improvements on DA Form 2028, <i>Recommended Changes to Publications and Blank Forms</i>. Completed forms, or equivalent response, will be mailed or attached to electronic e-mail and transmitted to:</p> <p>COMDT USASMA ATTN ATSS D BLDG 11291 BIGGS FIELD FORT BLISS TX 79918-8002</p> <p>Telephone (Comm): (915) 568-8875 Telephone (DSN): 978-8875 e-mail: atss-dcd@bliss.army.mil</p>
Security Clearance / Access	Unclassified
Foreign Disclosure Restrictions	FD5. This product/publication has been reviewed by the product developers in coordination with the USASMA foreign disclosure authority. This product is releasable to students from all requesting foreign countries without restrictions.

PREFACE

Purpose

This Training Support Package provides the instructor with a standardized lesson plan for presenting instruction for:

Task Number**Task Title****Individual**

158-300-0040

Write to Inform or Direct

400-A22-4027

Prepare a Standing Operating Procedure (SOP)

This TSP Contains

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PREPARE A STANDING OPERATING PROCEDURE
W421 / Version 1
1 Oct 2003

SECTION I. ADMINISTRATIVE DATA

All Courses Including This Lesson	<u>Course Number</u> 600-ANCOC	<u>Version</u> 1	<u>Course Title</u> Advanced Noncommissioned Officer Course
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Task(s) Taught(*) or Supported	<u>Task Number</u> <u>Individual</u> 158-300-0040 (*) 400-A22-4027 (*)	<u>Task Title</u> Write to Inform or Direct Prepare a Standing Operating Procedure (SOP)
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Reinforced Task(s)	<u>Task Number</u> 158-300-0010	<u>Task Title</u> WRITE IN ARMY STYLE
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Academic Hours	The academic hours required to teach this lesson are as follows:		
	Resident		
	<u>Hours/Methods</u>		
	1 hr 5 mins / Conference / Discussion 45 mins / Practical Exercise (Performance)		
Test	0 hrs		
Test Review	0 hrs		
	<hr/>		
	Total Hours:	2 hrs	

Test Lesson Number	<u>Hours</u>	<u>Lesson No.</u>
	Testing (to include test review)	
	4 hrs	E403 version 1

Prerequisite Lesson(s)	<u>Lesson Number</u> None	<u>Lesson Title</u>
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Clearance Access	Security Level: Unclassified Requirements: There are no clearance or access requirements for the lesson.
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Foreign Disclosure Restrictions	FD5. This product/publication has been reviewed by the product developers in coordination with the USASMA foreign disclosure authority. This product is releasable to students from all requesting foreign countries without restrictions.
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References

<u>Number</u>	<u>Title</u>	<u>Date</u>	<u>Additional Information</u>
FM 101-5	STAFF ORGANIZATION AND OPERATIONS	31 May 1997	Chapter 5, pages 5-3 and 5-4, Chapter 6, pages 6-4 and 6-5. Appendix H, page H-8

Student Study Assignments

Before class--

- Read FM 101-5, page H-8 (Standing Operating Procedure).
- Skim FM 101-5, Chapter 5, pages 5-3 and 5-4; Chapter 6, pages 6-4 and 6-5.
- Study Student Handout 2 (Sample Format for Combat Operations SOP).

During class--

- Participate in class discussion.
- Complete PE.

After Class—

- Review material covered in class and prepare for end of course test.

Instructor Requirements

1:16, SFC, ANCOC graduate, ITC, and SGITC qualified.

Additional Support Personnel Requirements

<u>Name</u>	<u>Stu Ratio</u>	<u>Qty</u>	<u>Man Hours</u>
None			

Equipment Required For instruction

<u>ID Name</u>	<u>Stu Ratio</u>	<u>Instr Ratio</u>	<u>Spt</u>	<u>Qty</u>	<u>Exp</u>
441-06 LCD Projection System	1:16	1:1	No	1	No
559359 SCREEN PROJECTION	1:16	1:1	No	1	No
5820-00-T81-6161 VCR	1:16	1:1	No	1	No
673000T101700 PROJECTOR, OVERHEAD, 3M	1:16	1:1	No	0	No
702101T134520 DELL CPU, MONITOR, MOUSE, KEYBOARD	1:16	1:1	No	1	No
703500T102257 DESKTOP/EPSON PRINTER	1:16	1:1	No	1	No
7110-00-T81-1805 DRY ERASE BOARD	1:16	1:1	No	1	No
7510-01-424-4867 EASEL, (STAND ALONE) WITH PAPER	1:16	1:1	No	1	No
SNV1240262544393 36 - INCH COLOR MONITOR W/REMOTE CONTROL AND LUXOR STAND	1:16	1:1	No	1	No
SOFTWARE-1 MS-DOS, LATEST GOVERNMENT APPROVED VERSION	1:16	1:1	No	1	No
SOFTWARE-2 WINDOWS XP, LATEST GOVERNMENT APPROVED VERSION	1:16	1:1	No	1	No

* Before Id indicates a TADSS

**Materials
Required****Instructor Materials:**

- VGT-8

Student Materials:

- FM 101-5
- SH-1, Advance Sheet
- SH-2, Sample SOP
- SH-3, Extract from FM 101-5
- Writing materials

**Classroom,
Training Area,
and Range
Requirements**

CLASSROOM INSTRUCTION 900 SF, 16 PN or Classroom Conducive to Small Group Instruction of 16 Students.

**Ammunition
Requirements**

<u>Id</u>	<u>Name</u>	<u>Exp</u>	<u>Stu Ratio</u>	<u>Instr Ratio</u>	<u>Spt Qty</u>
None					

**Instructional
Guidance**

NOTE: Before presenting this lesson, instructors must thoroughly prepare by studying this lesson and identified reference material.

- Familiarize yourself with all lesson materials and follow the guidelines in the TSP during class.
- During ELO A, LS/A 2 have students prepare an SOP applying their acquired knowledge and briefly discuss it with the class.


**Proponent
Lesson Plan
Approvals**

<u>Name</u>	<u>Rank</u>	<u>Position</u>	<u>Date</u>
Melanson, Mark	Civilian	Training Developer	1 Oct 2003
Eichman, Guy A.	MSG	Course Chief	1 Oct 2003
Lawson, Brian H.	SGM	Chief, NCOES	1 Oct 2003
Mays, Albert J.	SGM	Chief CDD	1 Oct 2003

SECTION II. INTRODUCTION

Method of Instruction: Conference / Discussion
Technique of Delivery: Small Group Instruction (SGI)
Instructor to Student Ratio is: 1:16
Time of Instruction: 5 mins
Media: VGT-1

Motivator



Terminal Learning Objective

United States Army Sergeant's Major Academy

Action: Prepare a Standing Operating Procedure (SOP).

Conditions: Given a requirement to establish an SOP, appropriate references or policy guidance, and office supplies.

Standards: Prepared standing operating procedures that enhance your unit's effectiveness as stated in FM 101-5.

W421/OCT 03/VGT-1 *Train to Maintain the Fighting Edge*

Personnel and time are precious resources that we can't afford to misuse. Personnel turnover detracts from our ability to work as a team and accomplish any given task. New personnel are unable to accomplish many routine tasks because they are unaware of local policies or conditions that will prevent them from applying knowledge they have acquired elsewhere.

By standardizing how we perform certain tasks, whether routine or not, we can save time and effort, while ensuring task completion according to given instructions and doctrine. This lesson will give you an understanding of how to overcome these obstacles by standardization.

Terminal Learning Objective

NOTE: Inform the students of the following Terminal Learning Objective requirements.
At the completion of this lesson, you [the student] will:

Action:	Prepare a Standing Operating Procedure (SOP).
Conditions:	Given a requirement to establish an SOP, appropriate references or policy guidance and office supplies.
Standards:	Prepared standing operating procedures that enhance your unit's effectiveness as stated in FM 101-5.

Safety Requirements

None

Risk Assessment Level

Low

Environmental Considerations

NOTE: It is the responsibility of all soldiers and DA civilians to protect the environment from damage.

None

Evaluation

You will take a 50-question written examination. The examination will include questions on the ELOs and TLO from this lesson. You must correctly answer 35 questions or more to receive a passing score (70 percent). This is a graduation requirement.

Instructional Lead-In

This lesson requires you to apply the skills acquired during the "Write to inform or direct" and "Write in the Army style" lessons. Just as in your written communications lessons, your ability to determine the purpose, audience, references, content, and how well you put them together will determine whether or not the SOP will be effective.

REMOVE VGT-1

SECTION III. PRESENTATION

NOTE: Inform the students of the Enabling Learning Objective requirements.

A. ENABLING LEARNING OBJECTIVE

ACTION:	Define the purpose and benefits of SOPs.
CONDITIONS:	As a platoon sergeant in a classroom environment.
STANDARDS:	Defined the purpose and benefits of SOPs IAW FM 101-5.

1. Learning Step / Activity 1. What is an SOP?
Method of Instruction: Conference / Discussion
Technique of Delivery: Small Group Instruction (SGI)
Instructor to Student Ratio: 1:16
Time of Instruction: 45 mins
Media: VGT-2 thru VGT-8

What is an SOP?

QUESTION: Can anyone tell me what kind of experience they have with SOPs?

ANSWER: Open-ended.

A Standing Operating Procedure (SOP) allows a commander to detail how to execute unit-specific techniques and procedures. Individual staff section SOPs and, as appropriate, command-wide SOPs contain instructions concerning task-specific, routine or recurring activities. It also promotes efficiency, and reduces repetitive instructions. A particular command may have an administrative SOP, a tactical or field SOP, an external SOP, or all three. Student Handout 2 is a sample format for some of the basic information in an SOP.

An SOP will help to facilitate and expedite routine operations by reducing the number, length, and frequency of other types of orders. Also, by simplifying the preparation and the transmission of other orders and by simplifying training of new arrivals or attached units of organizational repetitive or routine type procedures thereby helping to reduce confusion and errors.

Each command can develop an SOP based on applicable portions of other published procedures of higher headquarters, the desires of the commander, and specific functions developed through past experience. A command-wide SOP includes a definite statement that a subordinate unit will base its SOP on, and conform to, that of the issuing command. A unit will only change an SOP to meet changing conditions or practices. The amount of detail depends on the size and state of training of the unit, however, it must ensure it is sufficiently complete to

advise new arrivals, or newly attached units, of procedures followed within the command. A subordinate unit will not use an SOP to consolidate actions and procedures contained in other publications and documents. Preparing, coordinating, authenticating, publishing, and distributing a command-wide SOP is the responsibility of the unit operations officer.

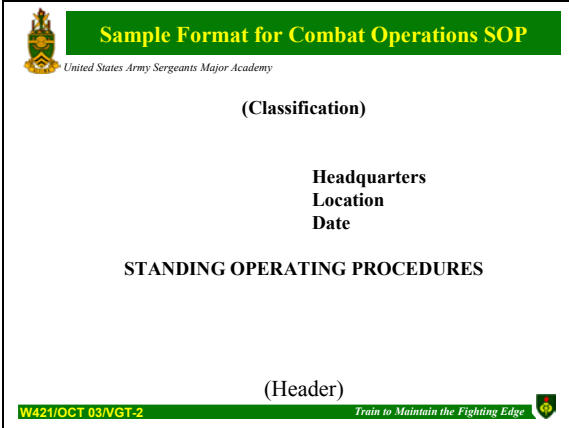
Other staff officers (e.g., G-1, G-2, G-4) prepare their appropriate portions for inclusion into the SOP. The Operations NCO would assume this function in a separate company/unit/detachment.

SOP Format

Since there is no specific format for SOPs, a unit would publish an SOP in the most effective form for the command (i.e., Memorandum, OPORD, OPLAN, etc.). Student Handout 2 contains an example of an SOP for Staff Duty Officer/ Staff Duty Noncommissioned Officer (SDO/SDNCO). It only represents an example of one possible format, however, you can apply this format to any task by adding or removing information, as needed.

An SOP covers recurrent or routine tasks so that you do not have to include these tasks in an operations order (OPORD). The SOP is in sections (header, introduction, body, authentication, and closing) for instruction purposes only. Let's discuss each part individually.

SHOW VGT-2, SAMPLE FORMAT FOR COMBAT OPERATIONS SOP





The image shows a template for a "Sample Format for Combat Operations SOP". At the top left is the United States Army Sergeant's Major Academy crest. The title "Sample Format for Combat Operations SOP" is in a green box. Below the title is the text "(Classification)". Further down, the words "Headquarters", "Location", and "Date" are listed vertically. Below these is the text "STANDING OPERATING PROCEDURES". At the bottom, the text "(Header)" is centered. A green footer bar contains the text "W421/OCT 03/VGT-2" on the left and "Train to Maintain the Fighting Edge" on the right, with a small crest icon.

The Header Section. If the SOP contains classified information you should place the appropriate classification level (i.e., SECRET, FOUO, etc.) centered at the top and bottom of each page. Next, towards the right margin, type the headquarters, location, and date. On the second line below the date and centered, type "Standing Operating Procedures and the title of the procedure it will cover" centered on the page.

You may use the following four paragraphs for an SOP: General, Command and Control, Coordination of Combat and Combat Support Operations, and Coordination of Combat Service Support Operations. Whichever paragraphs you use in the heading, they should be germane to the topic of the SOP.

REMOVE VGT-2

SHOW VGT-3, SAMPLE FORMAT FOR COMBAT OPERATIONS SOP (Continued)

 Sample Format for Combat Operations SOP (Continued)	
<i>United States Army Sergeant's Major Academy</i>	
1. GENERAL	
a. Purpose	
b. Conformity	
(Introduction)	
W421/OCT 03/VGT-3	<i>Train to Maintain the Fighting Edge</i> 

Introduction.

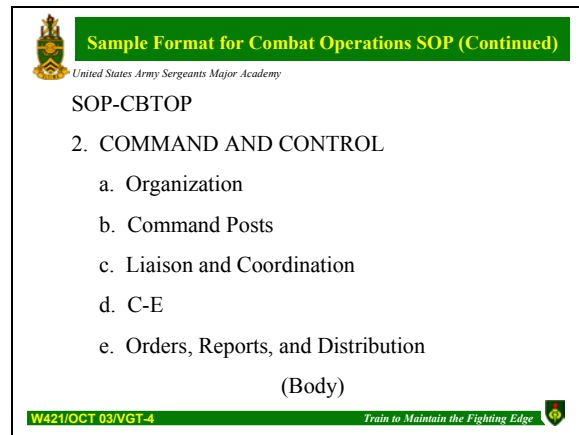
The following paragraph provides all the information required of an introduction.

General:

You will use this paragraph to state the purpose and use of the SOP, including the applicability and any special contingencies. Also provide instructions concerning the requirement for conformity in the procedures of subordinate and supporting units or personnel within the unit.

REMOVE VGT-3

SHOW VGT-4, SAMPLE FORMAT FOR COMBAT OPERATIONS SOP (Continued)





Body.

Command and Control:

Provide information of general applicability to all combat, combat support, and combat service support operations of the command. If applicable, designate habitual task organizations of supporting and attached forces. Provide the composition, movement, and control of command posts, alternate command posts and succession of command applicable to the publishing headquarters. Also include requirements and procedures for reporting information concerning command posts of subordinate units. Identify liaison and coordination responsibilities between headquarters and communications and electronics (C-E). Provide general information common to all orders and reports that would apply to all units of the publishing headquarters. All pages, excluding the first, will have the producer's office symbol at the left margin and two lines below the classification, if it requires a classification.

REMOVE VGT-4

SHOW VGT-5, SAMPLE FORMAT FOR COMBAT OPERATIONS SOP (continued)



 Sample Format for Combat Operations SOP (Continued) <small>United States Army Sergeant's Major Academy</small>
3. COORDINATION OF COMBAT AND COMBAT SUPPORT OPERATIONS
a. Intelligence
b. Operations
c. Techniques
d. Special Considerations
 (Body)
<small>W421/OCT 03/VGT-5</small> <small>Train to Maintain the Fighting Edge</small> 

Coordination of Combat and Combat Support Operations:

This paragraph contains information of general applicability, with references to appropriate annexes that provide detail procedures. Consequently, you will enter information here that applies to intelligence, operations, techniques, and special considerations. Also, FM 100-14 requires you to include a risk assessment for an SOP.

REMOVE VGT-5

SHOW VGT-6, SAMPLE FORMAT FOR COMBAT OPERATIONS SOP (Continued)

 Sample Format for Combat Operations SOP (Continued) <small>United States Army Sergeant's Major Academy</small>
4. COORDINATION OF CSS OPERATIONS
a. General
b. Techniques
c. Detailed Procedures
 (Body)
<small>W421/OCT 03/VGT-6</small> <small>Train to Maintain the Fighting Edge</small> 

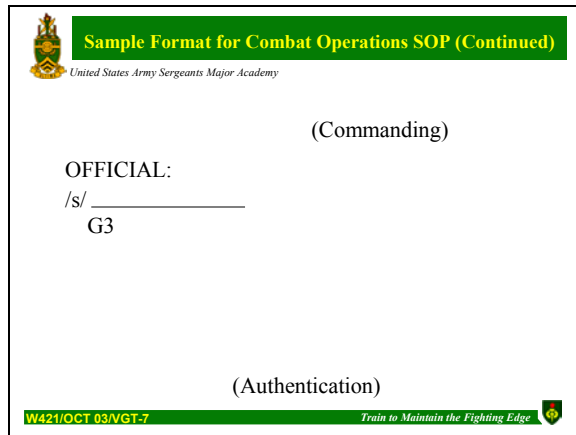
Coordination of Combat Service Support Operations:

Only key operational procedures of general applicability are covered in the body of the SOP. Most of the subheadings will refer to an annex for detailed coverage because the information provided in the SOP itself is mission-specific. Here, the subparagraphs may cover the CSS organization, orders and reports required, detailed procedures, coordination of CSS

activities, personnel, health services, maintenance, headquarters management.

REMOVE VGT-6

SHOW VGT-7, SAMPLE FORMAT FOR COMBAT OPERATIONS SOP (Continued)



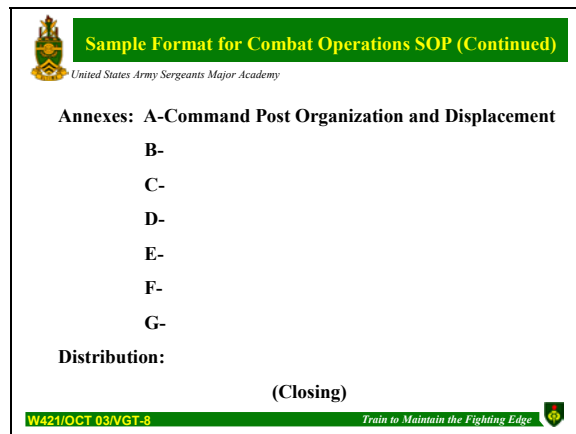
The form is titled "Sample Format for Combat Operations SOP (Continued)" and is from the "United States Army Sergeants Major Academy". It features a green header bar with the title and a small crest on the left. The main body is white. In the center, it says "(Commanding)". Below this, on the left, it says "OFFICIAL:" followed by a line for a signature and the text "G3". At the bottom center, it says "(Authentication)". A green footer bar at the bottom contains the text "W421/OCT 03/VGT-7" and "Train to Maintain the Fighting Edge" with a small crest on the right.

Authentication.

Type the word "Commanding" in parenthesis two lines below the last entry of the body of the SOP and starting from the center toward the right margin. Two spaces below and at the left margin type the word "OFFICIAL:" in capital letters followed by a colon. Right below this entry type the designation of the staff official that is responsible for the SOP or /s/ on copies of the original document. You may have one signature or the other, or both.

REMOVE VGT-7

SHOW VGT-8, SAMPLE FORMAT FOR COMBAT OPERATIONS SOP (Continued)



The form is titled "Sample Format for Combat Operations SOP (Continued)" and is from the "United States Army Sergeants Major Academy". It features a green header bar with the title and a small crest on the left. The main body is white. Below the header, it lists "Annexes: A-Command Post Organization and Displacement" followed by a list of letters B-, C-, D-, E-, F-, and G-. Below this list, it says "Distribution:". At the bottom center, it says "(Closing)". A green footer bar at the bottom contains the text "W421/OCT 03/VGT-8" and "Train to Maintain the Fighting Edge" with a small crest on the right.

Closing.

This portion of the SOP will list all the annexes included in the SOP and the appropriate distribution. Be sure to provide distribution to each element of the organization that has a need for this information. Also, if this is the last page, make sure the classification appears at the bottom.

REMOVE VGT-8

CHECK ON LEARNING: Conduct a check on learning and summarize the ELO.

QUESTION: What is the purpose of Standing Operating Procedures?

ANSWER: It details how forces will execute unit specific techniques and procedures that commanders standardize to enhance effectiveness and flexibility.

QUESTION: What do you base development of an SOP on?

ANSWER: You base development of an SOP on doctrine.

QUESTION: What are the benefits of SOPs?

ANSWER: The benefits include--

- Simplified, brief combat orders.
- Enhanced understanding and teamwork among commanders, staffs, and troops.
- Established synchronized staff drills.
- Established abbreviated or accelerated decision-making techniques.

Ref: FM 101-5, PAGE H-8 (applies to all three answers)

Break: TIME: 00:50 to 01:00

2. Learning Step / Activity 2. Prepare a draft SOP
- Method of Instruction: Practical Exercise (Performance)
 - Technique of Delivery: Small Group Instruction (SGI)
 - Instructor to Student Ratio: 1:16
 - Time of Instruction: 45 mins
 - Media: None

Note: Go to Appendix C and follow the instructions provided with the PE.

SECTION IV. SUMMARY

Method of Instruction: <u>Conference / Discussion</u>
Technique of Delivery: <u>Small Group Instruction (SGI)</u>
Instructor to Student Ratio is: <u>1:16</u>
Time of Instruction: <u>5 mins</u>
Media: <u>None</u>

Check on Learning

The PE serves as the check on learning for this lesson.

Review / Summarize Lesson

Standing operating procedures are valuable leadership tools. By creating SOPs that standardize and detail routine tasks or unit specific techniques and procedures, we enhance unit effectiveness and flexibility. In the end, we save time and effort. Remember that with modifications you can apply the format at SH-2 to any activity. However, you may use whatever format suits your needs because there is no specified format for an SOP.

SECTION V. STUDENT EVALUATION

Testing Requirements

NOTE: Describe how the student must demonstrate accomplishment of the TLO. Refer student to the Student Evaluation Plan.

You will take a 50-question written examination. The examination will include questions on the ELOs and TLO from this lesson. You must correctly answer 35 questions or more to receive a passing score (70 percent). This is a graduation requirement.

Feedback Requirements

NOTE: Feedback is essential to effective learning. Schedule and provide feedback on the evaluation and any information to help answer students' questions about the test. Provide remedial training as needed.

None

VGT-1, TERMINAL LEARNING OBJECTIVE



United States Army Sergeants Major Academy

Terminal Learning Objective

Action: Prepare a Standing Operating Procedure (SOP).

Conditions: Given a requirement to establish an SOP, appropriate references or policy guidance, and office supplies.

Standards: Prepared standing operating procedures that enhance your unit's effectiveness as stated in FM 101-5.

W421/OCT 03/VGT-1

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United States Army Sergeants Major Academy

Sample Format for Combat Operations SOP

(Classification)

Headquarters

Location

Date

STANDING OPERATING PROCEDURES

(Header)

W421/OCT 03/VGT-2

Train to Maintain the Fighting Edge





United States Army Sergeants Major Academy

Sample Format for Combat Operations SOP (Continued)

1. GENERAL

- a. Purpose
- b. Conformity

(Introduction)

W421/OCT 03/VGT-3

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United States Army Sergeants Major Academy

Sample Format for Combat Operations SOP (Continued)

SOP-CBTOP

2. COMMAND AND CONTROL

- a. Organization
- b. Command Posts
- c. Liaison and Coordination
- d. C-E
- e. Orders, Reports, and Distribution

(Body)





Sample Format for Combat Operations SOP (Continued)

United States Army Sergeants Major Academy

3. COORDINATION OF COMBAT AND COMBAT SUPPORT OPERATIONS

- a. Intelligence
- b. Operations
- c. Techniques
- d. Special Considerations

(Body)

W421/OCT 03/VGT-5

Train to Maintain the Fighting Edge





Sample Format for Combat Operations SOP (Continued)

United States Army Sergeants Major Academy

4. COORDINATION OF CSS OPERATIONS

- a. General
- b. Techniques
- c. Detailed Procedures

(Body)





Sample Format for Combat Operations SOP (Continued)

United States Army Sergeants Major Academy

(Commanding)

OFFICIAL:

/s/ _____

G3

(Authentication)

W421/OCT 03/VGT-7

Train to Maintain the Fighting Edge





Sample Format for Combat Operations SOP (Continued)

United States Army Sergeants Major Academy

Annexes: A-Command Post Organization and Displacement

B-

C-

D-

E-

F-

G-

Distribution:

(Closing)

W421/OCT 03/VGT-8

Train to Maintain the Fighting Edge



Appendix B Test(s) and Test Solution(s) (N/A)

Appendix C Practical Exercise and Solutions

PRACTICAL EXERCISE 1

Title	PREPARE A STANDING OPERATING PROCEDURE						
Lesson Number/Title	W421 version 1 / PREPARE A STANDING OPERATING PROCEDURE						
Introduction	<p>Time is a precious resource that we cannot afford to waste. Because of personnel turnover or attachment of new units among other causes, we often have to provide our subordinates the same instructions over and over. Implementing SOPs for routine or task-specific actions will save us time and standardize how we accomplish such actions.</p>						
Motivator	<p>This lesson exercise will give you a better understanding of the information required and steps involved in preparing a sound, viable SOP.</p>						
Terminal Learning Objective	<p>NOTE: The instructor should inform the students of the following Terminal Learning Objective covered by this practical exercise.</p> <p>At the completion of this lesson, you [the student] will:</p> <table><tr><td>Action:</td><td>Prepare a Standing Operating Procedure (SOP).</td></tr><tr><td>Conditions:</td><td>Given a requirement to establish an SOP, appropriate references or policy guidance and office supplies.</td></tr><tr><td>Standards:</td><td>Prepared standing operating procedures that enhance your unit's effectiveness as stated in FM 101-5.</td></tr></table>	Action:	Prepare a Standing Operating Procedure (SOP).	Conditions:	Given a requirement to establish an SOP, appropriate references or policy guidance and office supplies.	Standards:	Prepared standing operating procedures that enhance your unit's effectiveness as stated in FM 101-5.
Action:	Prepare a Standing Operating Procedure (SOP).						
Conditions:	Given a requirement to establish an SOP, appropriate references or policy guidance and office supplies.						
Standards:	Prepared standing operating procedures that enhance your unit's effectiveness as stated in FM 101-5.						
Safety Requirements	None						
Risk Assessment Level	Low						
Environmental Considerations	None						
Evaluation	<p>You will take a 50-question written examination. The examination will include questions on the ELOs and TLO from this lesson. You must correctly answer 35 questions or more to receive a passing score (70 percent). This is a graduation requirement.</p>						
Instructional Lead-In	None						

Instructor Materials:
None

- FM 101-5
- Practical Exercise 1
- Student Handout 2
- Writing paper, pen or pencil

None

Select one of the two topics listed below, and prepare an SOP for platoon level (handwritten using the blank template on page C-2 and C-3) that depicts the information required for the topic you select. Although the SOP does not have to be too “in-depth,” it should provide enough details for the completion of the action. The purpose of this lesson exercise is to ensure students understand the purpose and benefits of SOPs. Be aware that although there is no right or wrong answers to the PE we would like to see a product that could be put to practical use within a unit. You will have 45 minutes to complete this exercise.

- Procedure for cleaning the M-16 Rifle prior to turn-in.
- Procedures for cleaning the NBC mask prior to turn-in.

[illegible]

Feedback Requirements	_____
	None

**SOLUTION FOR
PRACTICAL EXERCISE LESSON EXERCISE 1**

There is no right or wrong answer to this PE.

HANDOUTS FOR LESSON 1: W421 version 1

**This Appendix
Contains**

Title/Synopsis	Pages
SH-1, Advance Sheet	SH-1-1 and SH-1-2
SH-2, Sample SOP	SH-2-1 thru SH-2-5
SH-3, Extract from FM 101-5	SH-3-1 thru SH-3-2

Student Handout 1

This student handout contains the Advance Sheet

Student Handout 1

Advance Sheet

Lesson Hours

This lesson consists of one hour of small group instruction and a one-hour practical exercise.

Overview

Whether it is soldier rotations, PCS', unit attachments, personnel turnover detracts from our ability to work as a team and accomplish any given task. New personnel are unable to accomplish many routine tasks because they are unaware of local policies or conditions that will prevent them from applying knowledge they have acquired elsewhere. This lesson will give you an understanding of how to overcome these obstacles by standardizing routine tasks.

Learning Objective

Terminal Learning Objective (TLO)

Action:	Prepare a Standing Operating Procedure (SOP).
Conditions:	Given a requirement to establish an SOP, appropriate references or policy guidance, and office supplies.
Standards:	Prepared standing operating procedures that enhance your unit's effectiveness as stated in FM 101-5.

ELO A Understand the purpose and benefits of SOPs.
ELO B Prepare a Standing Operating Procedure (PE).

Student Assignments

- Read FM 101-5, page H-8 (Standing Operating Procedures)
- Skim FM 101-5, Chapter 5, pages 5-3 and 5-4; Chapter 6, pages 6-4 and 6-5.
- Study Student Handout 2 (Sample Format for Combat Operations SOP)

Additional Subject Area Resources

None

Bring to Class

- FM 101-5
- Student Handout 2
- Pen or pencil
- Writing paper

Student Handout 2

This student handout contains Sample SOP Format for SDO/SDNCO

(Classification--
only if the document requires a security designation)

Headquarters
Location
Date

STANDING OPERATING PROCEDURE (SOP)--STAFF DUTY
OFFICER/STAFF DUTY NONCOMMISSIONED OFFICER (SDO/SDNCO)

1. GENERAL:

a. Purpose. To provide each staff duty office (SDO) and Staff Duty Noncommissioned Officer (SDNCO) with the necessary guidance to perform their duty.

b. Conformity. Each unit/individual within this organization will follow the guidance outlined in this SOP. The commander is the approval authority for exceptions or deviations to this policy.

c. Personnel Eligible to Perform Duty.

(1) Military personnel assigned/attached to HHC, 00st Messkit Repair Company, in the grade of Staff Sergeant (P) or Sergeant First Class will perform SDNCO.

(2) Military personnel assigned/attached to HHC, 00st Messkit Repair Company, in the grade of Master Sergeant will perform SDO.

d. Duty Location: SDO/SDNCO desk in Bldg XXXX, 1st Floor, Room 101.

e. Duty Briefings: The Operations Sergeant or his/her direct representative will conduct Staff Duty briefings at 1200 daily. The briefing for personnel scheduled for weekend/holiday duty will be on Friday's at 1200.

f. Tour of Duty:

(1) SDO: Monday-Thursday 1630-2200 (Departs on Call). Return to duty location at 0430-0800. Friday 1500-2100 (Departs on Call) Return to duty location at 0430-0800; Weekends/Holidays 0800-2000 (Departs on Call). Return to duty location at 0500-0800.

(2) SDNCO/DUTY: Monday-Thursday 1630-0700 (Physically Present)
Friday 1500-0800 (Physically Present). Weekends/Holidays 0800-0800 (Physically Present)

2. DUTY PROCEDURES:

a. Weekday Duty - The following procedures apply while performing staff duty:

(1) 1630: Report to duty, sign for all keys on key ring, read SOP instructions and familiarize yourself with ALL staff duty procedures in this staff duty book. Record any messages on answering machine to staff duty log.

(2) 1650: Activate music for retreat; the SDO/SDNCO will secure the flag for reveille and retreat. Everyday, Staff Duty Personnel will perform flag detail at 1700 hours.

(3) 1715: Press *71 on wall phone, to transfer phones from commander's phone.

(4) 1830: Commence locking buildings 0000, 0000, 00000.

(5) 2000: Make a physical security check of the following buildings: 0000, 0000, and 0000.

(6) 2200: SDO departs on call (SDNCO may sleep in the bunk provided).

(7) 0415: SDO returns to duty/unlock doors. Ensure all lock/chain and key combinations are returned to the Staff Duty Office.

(8) 0540: Transcribe any and all messages on answering machine to duty log.

(9) 0550: Play tape for reveille. The SDO/SDNCO will perform the flag detail duties.

(10) 0745: SDO press *72 and dial #, to transfer SDO phone to commanders phone.

(11) 0800: Ensure staff duty area is clean, free of all trash, and secured. If relief is not available at this time, close log and secure all duty books, keys and property.

b. Weekend/Holiday duty: The SDO/SDNCO will follow the below listed procedures while on duty:

(1) 0730-0800: Previous SDO/SDNCO returns to duty for the following:

(a) Complete Key inventory. Sign for keys from outgoing SDO.

(b) Receive briefing & special instructions from previous SDNCO.

(c) Ensure previous SDO has closed out DA 1594, Staff Duty Journal.

(d) Initiate new DA 1594 for your tour of duty.

(2) 0800: The incoming SDO/SDNCO will replace the outgoing SDO/SDNCO.

(3) 0900: SDNCO will conduct a physical security check of building 0000, 0000, and 0000.

(4) 1100: SDO/SDNCO alternate lunch.

(5) 1500: SDO/SDNCO will conduct a physical security check of all exterior doors of the following buildings 0000, 0000, 0000, and 0000.

(6) 1650: Activate music for retreat.

(7) 1700: SDO/SDNCO Perform flag detail duties.

(8) 1715-1815: SDO/SDNCO alternate for meals.

(9) 1820:1845: SDO/SDNCO makes a general security check before SDO departs on call.

(10) 0500: SDO returns to duty/unlock appropriate doors. Ensure you return all lock/chain and key combinations to the Staff Duty Office.

(11) 0600: SDO/SDNCO performs reveille; raise the flag and play the music.

(12) 0615: Transcribe messages to the DA Form 1594.

3. RESPONSIBILITIES:

- a. You will control access to all facilities at all times.
- b. You will maintain a staff duty log (DA Form 1594). Make entries of every action accomplished during your tour of duty. Start a new DA 1594 for each duty period.
- c. You will ensure that you keep the staff duty area clean and neat at all times.
- d. When conducting lock-up and security checks ensure that you turn off all lights.
- e. Weekend/Holiday SDOs will make appropriate arrangements with the SDNCO for meal breaks.
- f. Key Control. You will not allow personnel to sign for any keys.
- g. The Staff Duty Key ring must remain in the possession of the SDO/SDNCO at all times. You will need this key to open all exterior doors.
- h. You will not release any personal data found in this staff duty instruction book.
- i. You will notify the First Sergeant and/or Company Commander in cases of any emergency/serious incident (see book 2 for telephone numbers/or beeper numbers). Enter results of contact on DA Form 1594. If unavailable, repeat attempts every 30 minutes until you make contact .

4. SDO/SDNCO MATERIALS:

- a. An access roster for personnel authorized access to this facility.
- b. The Key Control Register is for inventory and information. (See inventory sheet in the key box).
- c. The after hours sign-in/out ledger (NOT FOR LEAVE, PASS, PCS). Anyone who requires access during after duty hours MUST sign in and out and must be on the access roster.

5. RISK ASSESSMENT: Low (watch for objects/debris on ground when conducting checks).

6. ADDITIONAL INSTRUCTIONS:

a. If you receive a red cross message contact the 1SG and/or Commander of the unit to which the soldier belongs to, prior to contacting the soldier, if possible.

b. As SDO/SDNCO you cannot sign for, or receive, any mail. Direct the agency to return on a duty day to make their delivery.

FOR THE COMMANDER:

/s/
JUSTINE W. SMITHY
1SG, USA
HHC, 00st Messkit Repair Co

DISTRIBUTION:

1 ea SDO

1 ea SDNCO

1 ea 1SG, HHC, 00st MESSKIT REPAIR CO

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Student Handout 3

This student handout contains an extract from FM 101-5

Disclaimer: The training developer downloaded this extract from <http://155.217.58.58/atdls.htm>. The text may contain passive voice, misspellings, grammatical errors, etc., and may not be in compliance with the Army Writing Style Program.

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STUDENT HANDOUT 3

Extract from FM 101-5, Staff Organization and Operations

**This Student
Handout
Contains**

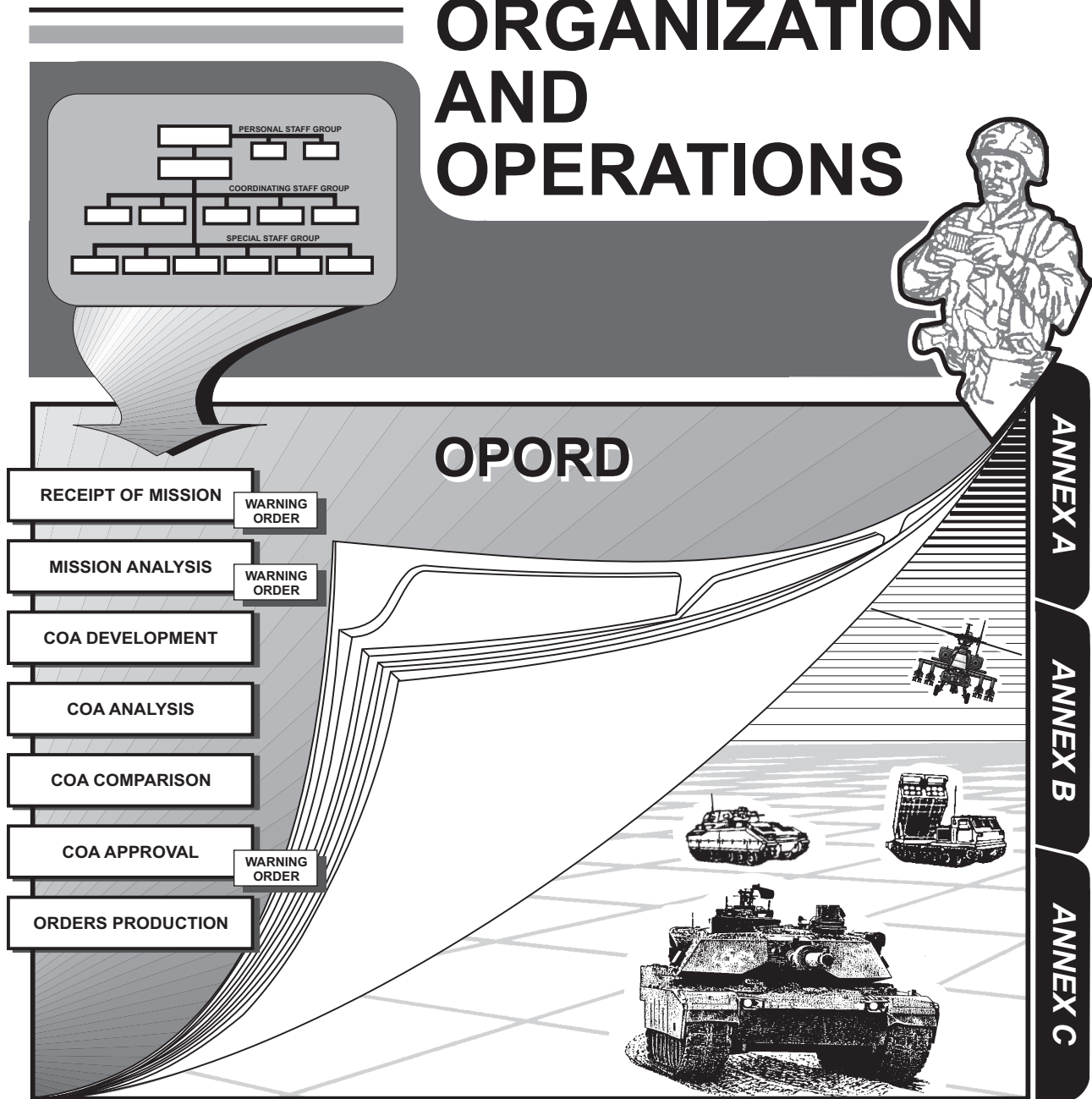
This student handout contains two pages of extracted material from FM 101-5, Staff Organization and Operations.

(Reading/Study) Requirement	Pages
Staff Organization and Operations	Cover Page
Standing Operating Procedures	H-8

Disclaimer: The training developer downloaded this extract from <http://155.217.58.58/atdls.htm>. The text may contain passive voice, misspellings, grammatical errors, etc., and may not be in compliance with the Army Writing Style Program.

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STAFF ORGANIZATION AND OPERATIONS



Headquarters, Department of the Army

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an annex separately, give it a heading and title and include all final entries (acknowledgment instructions, the commander's signature, and so on).

Appendixes contain information necessary to expand an annex, **tabs** expand appendixes, and **enclosures** expand tabs. An annex, an appendix, a tab, or an enclosure may be a written text, a matrix, a trace, an overlay, an overprinted map, a sketch, a plan, a graph, or a table. Where appropriate, use the five-paragraph field order format for these documents. The staff officer with responsibility for the activity or service covered in the annex, appendix, tab, or enclosure prepares the document.

Annexes, appendixes, tabs, and enclosures are designated sequentially within their parent document, either alphabetically or numerically. They include a title in parenthesis and always reference the parent document to which they belong. *Annexes* are designated by capital letters (Annex H (Signal) to Operation Order 6—52 Mech Div), *appendixes* with Arabic numbers (Appendix 5 (Messenger Service) to Annex H (Signal) to Operation Order 6—52d Mech Div), *tabs* with capital letters (Tab A (Ground Messenger Service) to Appendix 5 (Messenger Service) to Annex H (Signal) to Operation Order 6—52d Mech Div), and *enclosures* with Arabic numbers (Enclosure 1 (Route Map) to Tab A (Ground Messenger Service) to Appendix 5 (Messenger Service) to Annex H (Signal) to Operation Order 6—52d Mech Div).

Identify additions necessary for expanding enclosures by repeating the procedures for tabs and enclosures. Use double letters (AA) or hyphenated double numbers (1-1) (for example, Enclosure 1-1 (***) to Tab AA (***) to Enclosure 1 (Route Map) to Tab A (Ground Messenger Service) to Appendix 5 (Messenger Service) to Annex H (Signal) to Operation Order 6—52d Mech Div).

Refer to annexes, appendixes, tabs, and enclosures in the body of the parent document by letter or number and title. Also list them at the bottom of the parent document under the appropriate heading.

STANDING OPERATING PROCEDURES

Standing operating procedures (SOP) detail how forces will execute unit-specific techniques and procedures that commanders standardize to enhance effectiveness and flexibility. Commanders use SOP to standardize routine or recurring actions not needing their personal involvement. They develop SOP from doctrinal sources, applicable portions of the higher

headquarters' published procedures, the commander's guidance, and techniques and procedures developed through experience. The SOP must be as complete as possible so that new arrivals or newly attached units can quickly become familiar with the unit's normal routine. In general, SOP apply until commanders change them to meet altered conditions or practices. The benefits of SOP include—

- Simplified, brief combat orders.
- Enhanced understanding and teamwork among commanders, staffs, and troops.
- Established synchronized staff drills.
- Established abbreviated or accelerated decision-making techniques.

The operations officer is responsible for preparing, coordinating, authenticating, publishing, and distributing the command's tactical and administrative SOP, with input from other staff sections.

MATRIXES AND TEMPLATES

A number of staff tools exist to support the commander and his staff in the decision-making process and the development of the order. Tools include the decision support template (DST), synchronization matrix, and execution matrix. However, matrixes and templates are only tools; they are not orders.

The **decision support template** is created by the commander and staff during the decision-making process. A DST graphically represents the projected situation, identifying where a decision must be made to initiate a specific activity or event. It does not dictate decisions; it indicates when and where the need for a decision is most likely to occur.

The staff uses the operations map as the base. Before the war gaming, the staff graphically portrays enemy COAs on the situation templates. After the war game, the staff combines projected enemy and friendly situations (developed during war gaming) with options (such as branch plans) that the commander might employ onto a DST. The DST is also keyed to the synchronization matrix (developed during war gaming). It graphically integrates—

- Time-phased lines (TPLs) and enemy events, activities, and targets.

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